



The Human Touch

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October/November 2000

TOGETHER WE MAKE A DIFFERENCE

The 'Old Horseman' Fades Away

By Carol Sisco
DHS Public Information



Doug West

(Editor's Note: Robin's column returns next month. She donated this month's space to Doug West.)

Describing himself as "just a drugstore cowboy," DHS Deputy Director Doug West applied common horse sense to problems faced by Human Services during the past year at the September Support Services Conference in Richfield. Now, West who announced his retirement Nov. 14, will concentrate full time on his horses.

"I don't know much about accounting or financial administration," he told conference participants. "I've spent a lifetime feeding herds of useless animals.... I've learned more from dealing with stock than I did in 14 years getting a bachelor's degree."

West's old mare, Molly, is 24 but it takes the whole family to catch her.

"She's smart and tough to catch," he explained. Hollering or chasing her doesn't work. Neither does sending the dogs after her. Molly will kick their teeth out.

"I found chasing the horse wasn't the way to catch her," West said. "If you stand quietly, she'll walk up to you. It works, but it took me 20 years to learn."

Of course Molly is still spoiled rotten and thinks she's a person.

"She'll lean on you, step on you, would get in the front seat of my truck," West said.

His three-year-old horse, Gizmo, is even worse.

"He has blue eyes, looks like he's crazy," West said. "He sees the world a little differently through those strange blue eyes. He has difficulty standing quietly along with backing up and reining."

Last winter West got in a tough spot with Gizmo and had to get down and lead him out. It worked fine until he tried to get back on and Gizmo stepped out from under him. All West's "real-cowboy" buddies could see were the reins flapping in the brush.

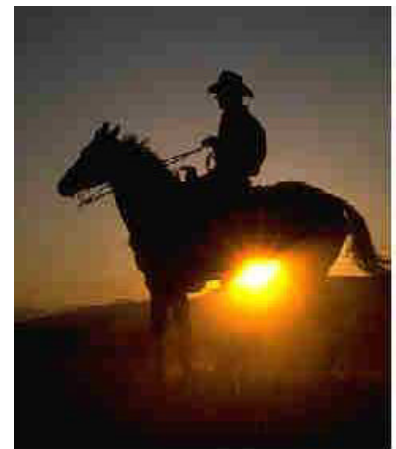
Normally, if you have problems with a horse, West says you use a "one rein stop" which means pulling the horse's head around to your leg to disengage his hindquarters. You come to a quick stop.

Not with Gizmo.

"You go back to using basic horsemanship skills on him and he'll kill you," West said.

"A little horse sense in this work we do goes a lot further than all the degrees we've earned in this group," he told staff. "Most of you know we've had some problems this year."

Child and Family Services projected a large deficit nearly a year ago. Everyone has been working to turn that around. Youth Corrections also had



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'Old Horseman' Fades Away...

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budget problems so a new financial structure is being built.

"The procedures we've used this last year and a half have been disruptive," West said, "and had a substantial effect on our credibility with the Governor's office, the Legislature and even the public if you've read the news."

Luckily, we deal well with crisis.

"But I contend many of the situations with DCFS and Youth Corrections would have been correctable if we'd done some of the small things at the start like you do with horses. Once it starts and an old horse gets the bit in its teeth, it's hard to get it back.

"If you apply those one-rein stops on a regular basis, you can avoid most of the problems of the last year."

So, what is being done?

-A revenue and expenditure forecast was designed to "keep us out of trouble." It provides a timely, accurate early warning of potential budget problems.

-Revenue is being maximized and costs contained within DCFS and Youth Corrections regions.

-We're using cost containment principles to think in terms of where we can best spend our money.

-We're giving contracts a closer and more thorough look.

-Divisions were reminded to follow Human Resources regulations in hiring and to be sure they have adequate funds before hiring.

-We're looking at new buildings from the perspective of how they would affect revenue.

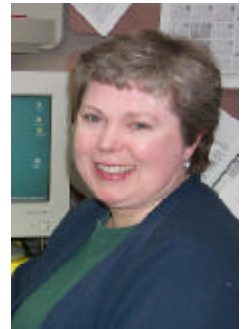
"I'm not suggesting you have to live within a totally rule-bound world," West said. "These are requirements we've put into place that will help you avoid some of the problems we've experienced during the past year. We need to maintain a balance between programs staff would like to support and what we can really do."

West will continue dispensing his "common horse sense" philosophy to employees until mid-January.

Use Excel To Scale Numbers

Tech Tip By Janice DeVore

Often, you'll want to refer to numbers in terms of thousands or millions. However, if you have already entered the numbers as whole numbers in worksheet cells, you may wonder how to convert them. Fortunately, you don't have to change the entries at all — just change the number format.



Janice DeVore

Use the following steps:

1. Select the range of cells.
2. Select **Format/Cells** from the menu bar or right-click and select **Format/Cells** from the shortcut menu.
3. Click on the **Number** tab.
4. Select **Custom** from the Category list box.
5. Replace the codes in the **Type** text box. The following are a couple of examples:

If you select **#,##0**, the result would be

1,000,000

If you select **#,##0.00**, the result would be

1,000,000.00

6. Click **OK**.

The numbers will be displayed in terms of thousands or millions with commas or with two decimal places if desired. If you need four decimal places, add two more 00s in the "**Type** text box" area.



Happy Thanksgiving

DCFS Tries A New Child Welfare Philosophy

By Duane E. Betournay
DCFS Program Specialist

If you work closely with anyone from the Division of Child and Family Services (DCFS), you may have heard something about a new model of practice. You may have even talked with a fellow Department employee about the development and implementation of this model of practice. If not, this article will introduce you to the DCFS *Practice Model*, and it will also provide you with a progress report on our implementation efforts.

So, what is the DCFS *Practice Model*? It is complex enough that no one statement, no matter how long, can do the concept justice. It is helpful, though, to think of the model in several ways. The *Practice Model* is a statement of philosophy. It defines the practice of child welfare through our internal and external relations.

The *Practice Model* shapes the direction of training; creating qualified, confident and skillful staff. It assures our consumers and community partners that the child welfare professional they collaborate with has an established and recognized skill level. Further, it sets precise standards, which define how we interact with families, community partners and our staff.

The *Practice Model* establishes a baseline level of practice, providing the opportunity for research and further practice development. Finally, the *Practice Model* fosters an organization that consistently focuses on refining practice skills through modeling, mentoring, feedback, practice and support.

The *Practice Model's* foundation include seven basic principles, as follows:

Protection: Children's safety is paramount; children and adults have a right to live free from abuse.

Development: Children and families need consistent nurturing in a healthy environment to achieve their developmental potential.

Permanency: All children need and are entitled to enduring relationships that provide a

family with stability, belonging and a sense of self that connects children to their past, present and future.

Cultural Responsiveness: Children and families are to be understood within the context of their own family rules, traditions, history and culture.

Partnership: An entire community shares the responsibility to create an environment that helps families rear their children to their fullest potential.

Organizational Competence: Committed, qualified, trained and skilled staff, supported by an effectively structured organization, help ensure positive outcomes for children and families.

Professional Competence: Children and families need a relationship with an accepting, concerned, empathetic social worker who can confront difficult issues and effectively assist them in their progress toward positive change.

From the philosophical to the functional, the seven *Practice Model* principles are supported by an array of performance expectations and complimentary skills. These performance expectations and skills serve as the basic foundation for *Practice Model* training, which has been in development for 18 months. Training on the *Practice Model* started last May, with nearly all DCFS staff having completed the first two modules. Three additional modules are being developed. Implementation of the entire training package should be completed within 18 months.

In conclusion, quality outcomes are most often realized when children and families are engaged by a service organization that offers an array of services by qualified and committed staff. It is the aim of the *Practice Model* to create such an environment. For further information about the *Practice Model*, please e-mail any of the following:

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RJANDERS@hs.state.ut.us, Duane Betournay at DBETOURN@hs.state.ut.us, Midge Delavan at MDELAVAN@hs.state.ut.us, LeRoy Franke at LFRANKE@hs.state.ut.us, Reba Nissen at RNISSEN@hs.state.ut.us or Linda Wininger at LWININGE@hs.state.ut.us.

A Day At Ogden DCFS

By Katy Larsen

DCFS Northern Region Director

For those who haven't heard, the Ogden DCFS office has a lot of problems with the building. One of the biggest ongoing problems is that the roof repeatedly leaks. We have enjoyed one of the driest summers on record. And, Murphy's law being what it is, the roofers were dutifully ripping off old materials and in general messing around up there, which really encouraged us... However, once they tore up the roof, we had torrential rain (I guess to make up for three months of not a drop).

That part of the story is sad enough as you can all imagine what happened, but we thought you'd appreciate a description of what happened to a particular employee. Her name is Melisa Sase. She is a Health Department employee and works with regional health care.

Melisa is a brave soul willing to share what is undoubtedly going to end up with more than a few jibes directed at her. But she was gracious enough to supply us with a mental picture that will give you a chuckle (and it gets better — I'll give you the icing on the cake at the end).

Melisa describes events as follows: "I went to use the restroom at the end of the day. I was using the 'facilities' when all of a sudden, water gushed down out of the fan located directly above the 'facility.' There I sat as water continued to pour down on me. I quickly hopped up in complete shock.



"The roofers later suggested that when I shut the door and turned on the light something must have come loose." Those who eventually visited the room referred to the leak as a waterfall, and huge garbage cans had to be placed to catch it... picture funny enough.

Well, now let me tell you that Melisa happens to be Gov. Mike Leavitt's niece. Probably is a good story for their family to laugh about — both what happened and that it happened on state

premises! I am thinking maybe we need to ask the Governor to contact risk management to see if Melisa's PTSD counseling for bathroom phobias could be covered as well as her dry cleaning costs!

Substance Abuse Facility Dedicated at Spanish Fork

By B.J. VanRoosendaal, Substance Abuse

Utah County Commissioners dedicated the new Foothill Treatment Center, a 32-bed residential treatment facility for substance abuse, Oct. 20. The new facility, not to be confused with the old one at the Utah County Jail, is located at 3285 N. Main St. in Spanish Fork.

While County Commissioners attending the dedication emphasized that "Utah continues to have the lowest rate of substance abuse problems of any state in the nation, and Utah County has the lowest rates in the state," substance abuse is still a serious problem even in Utah County.

"County rates for methamphetamine (meth) abuse have increased nearly 5,000 percent in the past 10 years, and treatment programs such as Foothill will always be necessary," according to the dedication program.

The facility will be operated primarily with Federal and State drug and alcohol treatment funds, Utah County matching funds, grants and patient fees. The total cost of the new building is \$1.6 million dollars, and most of the funding has been set aside by the Utah County Commission from prior budget years and came from grants, unrestricted funds and patient fees.

"The Center was a dream of staff members, most specifically Mike Findeis, Bruce Chandler and former Utah County Director Pat Fleming, and their vision helped the Center become a reality," said Utah County Human Services Director Richard Nance who also oversees substance abuse services.

The Center is "designed to provide for the unique treatment needs of female substance abuse patients," Nance said. Female patients usually do better in counseling sessions if separated from the male patients. Counseling for men and women can be conducted separately in the new facility.

'Mary' Blooms at 86 With a Little Help From Her Friend

By Carol Sisco
DHS Public Information

(Assumed names are used to protect the privacy of individuals receiving guardianship services.)

"Mary," 86, spent her early years in an institution for disabled people. No one realized she could talk until she moved to a much smaller nursing home.

Now she knows her name. She even thinks it's such a good one that she gave her cat the same moniker. "Mary," which isn't her real name, breaks into a huge smile when visitors enter. She also finger-paints, does other crafts and uses her limited vocabulary on anyone who stops by.

"At 86 she's finally blooming," said Gloria Jensen-Sutton, Mary's public guardian. "Everyone said she couldn't talk. The real deal was egregious environmental deprivation. Her abilities were limited by what she was allowed to learn."

Because Mary's cognitive skills are low, she needs someone to handle her affairs. Since she has outlived her family, Jensen-Sutton from the Office of Public Guardian stepped in to help.

Little known to the general public, the Office of Public Guardian has been housed in the Department of Human Services since the 1999 Legislature created it. Public guardians like Jensen-Sutton are available for people deemed legally incapable of managing their own affairs.

Three guardians are handling a total of 44 cases. They also assess individual guardianship needs but often find less restrictive ways of helping. Estimates indicate about 1,300 Utahns are eligible for service, but if that happens, the office will need to expand. Jensen-Sutton has 13 cases but also does assessments, supervises other staff and performs administrative duties.

Sometimes guardianship involves making decisions about medical issues, deciding where someone will live or explaining an individual's needs to a nursing home. Other times it includes handling the person's finances. The guardian must try to make decisions that the person would want.



Public Guardian Gloria Jensen-Sutton listens to 'Mary' who learned the pleasures of speech in her 80's.

But in Jensen-Sutton's case it also means being a caring friend who truly listens to each person.

"Alice," another of Jensen-Sutton's clients, is severely disabled by multiple sclerosis. She is married, but her husband can't take care of her physical needs. Alice is almost completely paralyzed although her hands still function. She also has a feeding tube and very fragile skin that bruises easily. Recently, her husband lost their home when he failed to make the payments.

On a recent visit Alice broke into tears.

"You're having sadness today, aren't you?" Jensen-Sutton asked as she settled against the window next to Alice's bed.

"I want to buy another house. I want my life back," she told Jensen-Sutton.

"What if you don't get your life back as it was? What is the next plan?" Jensen Sutton asked.

"I want to die," Alice replied.

"Don't you think there's anything in-between?" Jensen-Sutton asked.

"No," came the quick reply.

"Yeah, there is," Jensen-Sutton said. And then they worked on getting Alice to attend more activities at the nursing home where she lives. Jensen-Sutton also promised to counsel Alice's

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Winter Brings Snow, Cool Days & Employee Fund Drive

By B.J. VanRoosendaal
Substance Abuse

Autumn is here, and with it's advent come colored leaves, cooler weather and the 2001 Utah State Employees Charitable Fund Drive.

The Division of Substance Abuse is responsible for coordinating the Department of Human Services portion of the fund drive this year, and I am the department coordinator.

I'd like to tell all of you why I give and why I feel so strongly about the campaign.

When I started working for the Department of Human Services almost 17 years ago I didn't contribute to the fund drive. I felt I was just a "poor state employee" and couldn't afford to give, but my thinking changed.

I am still a 'relatively poor state employee,' but

'Mary' ...

Cont. From Page 5

husband about job training and housing possibilities.

"Bonnie," another client, wasn't home.

"Bonnie's a little spitfire," Jensen-Sutton said. "She always says, 'I don't know why you're here. I'm perfectly fine.' But she called her son 56 times in one day. She's an incredible go-getter but she doesn't have a clue what day it is."

Then we visited Mary.

"She tickles me. She's so smooth," Jensen-Sutton said. "It brings me intense personal pleasure to see that she's having some joy."

And the joy was evident as Mary grabbed her guardian's hands, hugged her and gave her a big kiss.

"We're all dependent at one time or another," Jensen-Sutton said. "My job really is a stewardship responsibility to assure people who are dependent have access to genuine care and to make sure they aren't exploited. I can make sure they are treated with dignity and respect. It's a sad situation but also a joyful thing."

The Office of Public Guardian may be contacted at (801) 538-8355.

now I am a regular contributor. What brought about this transformation? It all started when I worked for the Office of Family Support, and I started to refer my clients to various programs to help them become self-sufficient. Many programs I referred my clients to depended on help from the State Charitable Fund Campaign – and the programs really helped make a huge difference in my clients' lives!

Giving to the Charitable Fund Drive is entirely voluntary, but when you think about giving would you please consider the following:

If every DHS employee donated only \$1 a payday we could contribute approximately \$120,000 to our choice of agencies. That amount would be almost four times what was given last year!

Some employees really can't afford \$1 per payday. Others of us spend that much on soda every day. So, please think about giving.

Just six percent of DHS staff donated last year. On the other hand, 40 percent of Workforce Services staff donated. Let's improve our percentage rate this year.

As DHS employees "we give of ourselves" everyday in the course of our work, but for just a small contribution we can also help assure that some very important programs continue. Even small contributions add up when we all give.

Also, you can designate which charities that you want to contribute to, and you'll receive a receipt for tax purposes. All the money you contribute goes to charity. Just the interest on donations is used for administrative costs. Compare that to other private charities that use half or more of their contributions on administrative costs.

Finally, the State Employees Charitable Fund Drive is an easy way to help some very worthy causes. Plus, if you are asked to contribute at other times, you can say with a clear conscience: "I gave at the office."

Contribution forms must be returned to B.J. by Nov. 17. Some divisions and offices may have earlier deadlines.

Human Services Employees Honored by Corrections

By Jeanne Lund
Youth Corrections

Utah
Correctional
Association
presents
annual awards
in various
categories for
outstanding
contributions
in the field of
corrections.



Jeanne Lund, Christene Jones

This year,
Department of Human Services employees and one
of their volunteers received awards in several
categories.

Vanessa
Jarrell,
Assistant
Regional
Director for
the Division of
Youth
Corrections



John Della Ratta, Blake Chard

was honored for her contribution to Juvenile
Corrections. Vanessa began her corrections career
in 1979 at the Murray Probation Unit of 3rd District
Juvenile Court. She supervised volunteers and staff
while providing direct clinical services for clients at
the Family Support Center. Vanessa served a term
as the Youth Parole
Authority's administrative
officer before accepting her
current position.

During her tenure at
Region II Observation and
Assessment, Vanessa has
developed special
programming for females
and uses her creativity to

sponsor innumerable new programs for males and
females. She is looked up to throughout the state
for her forward thinking and implementation of new
programming. Vanessa's personal strength,



Vanessa Jarrell

dedication and commitment to the youth entrusted
to her care make her a role model for youth and
staff alike.

John Della Ratta, a volunteer in the northern
region, received the Volunteer Service Award.
John has been a Region I Youth Corrections
volunteer for more than 10 years. During that time
he changed many lives. He touched the hearts and
souls of many residents and staff. The word
"volunteer" carries with it all that is noble about our
society. John's ongoing personal sacrifice for a
better world continues to elevate the lives of those
most in need.

UCA also gives a President's Award for
outstanding contributions to Utah Correctional
Association. Christene Jones of the Bureau of
Contract Management and Jeanne Lund, Division
of Youth Corrections, received the award this year.

Olympics Update

By Bart Hopkin
Admin. Services Director

The answers to the last Olympic quiz
were mostly correct ... Yes, Curling is what
stones are all about.

Many of you were right on target with
both the venue and the use of stones in that
Olympic event. Curling is sort of like
"shuffleboard on ice" to most of us who are
unfamiliar with the sport. The stones are
thrown or launched on the ice and players
brush in front of the stone to assist with speed
and direction.

The sport is popular in Canada and
European nations. Those of you who thought
the stones were something to throw at
someone are not entirely incorrect, but need
some further refining in your definition. So
many of you responded quickly with the
correct answer that we will hold another
Olympic quiz in one of our future reports that
will be more challenging. Watch for it!

Sign Up Now for FLEX Program

By Shannon Holcomb

Human Resources

So, you hear it's open enrollment for the FLEX Program. Again, you ask yourself: What is the FLEX Program and how would it benefit me?

Some of us have health care, day care and dependent care expenses totaling more than \$260 a year which are not covered by medical or dental insurance. FLEX\$ is a program designed to save you money by allowing you to use before-tax dollars to pay for approved out-of-pocket health and dependent care expenses.

How does FLEX\$ accomplish this? The amount you choose is deducted automatically from your paycheck every pay period before Federal, State and Social Security taxes are taken out. This tax-free money is then stored in an account; and reimbursed to you, tax free, when you submit a FLEX\$ claim with appropriate documentation.

Before enrolling in FLEX\$, take time to review your family's medical, dental and vision care expenses from last year. Dependent care may not be as predictable, but try to estimate the amount you anticipate to pay over the next year. If your estimate totals \$260 or more and you would like to see what you could save in the next year, arrange to meet with your payroll tech. With a computer program called Pay-Breeze, they can give you a general idea of possible savings.

Here are some FLEX\$ BASICS:

- FLEX\$ is a program with two accounts: one for health care and one for dependent care.

- You can enroll in one or both programs.

- The minimum contribution is \$10 per payday, per account.

- The maximum is \$5,000 yearly for the health care account.

- The maximum for dependent care depends on marital and tax filing status but does not exceed \$5,000.

Keep in mind that you must re-enroll in FLEX\$ every year that you wish to participate. You must enroll by Dec. 1 for coverage effective Jan. 1, 2001 until Dec. 31, 2001.

For further information regarding FLEX or to enroll, contact your Payroll Tech.

Cafeteria Update

If you have been to the location that once housed the administration building's cafeteria, you don't see much other than an icemaker. The food preparation equipment was torn out to allow painting, new flooring and other projects to take place. Work should be completed by early December.

Vending machines will be installed to provide employees with a wide array of food and drink items. The Business Enterprise Program for the Blind and Visually Impaired will maintain the machines and assure fresh, quality products.

During construction every attempt will be made to keep the ice machine accessible and working.

Remember to File Conflict Forms

Human Services employees and volunteers are required to submit an annual Conflict of Interest Declaration if they are engaged in outside employment or activities that pose a conflict of interest or a potential one.

If an employee starts a part-time job - even for the Holiday Season - a form should be submitted and approved prior to beginning employment. A copy of the approved form will be filed in the employee's personnel folder. Also, if the status of previously approved activities changes, a new form is required.

Obtain the form by asking your supervisor or accessing the Department Policy manual via the DHS home page. Click on policies and reports and then on department policy manual. Go to the May 2,000 Conflict of Interest policy.

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